



FOREVER ANGELS

2017 Strategic Plan



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Message from the Director Amy Hathaway

Forever Angels has just celebrated its 10 year anniversary and I am so proud of how far we have come and how many people we have helped over the last decade. We have supported hundreds of babies and vulnerable children and their relatives; changing lives - one family at a time.

I have always said, that the happiest day will be when Forever Angels is no longer needed. Orphanages are not the right place for children to grow up - families are. Maisha Matters is seeing this vision become a reality. Whilst there may always be a need for a home like Forever Angels, Maisha Matters is a family centred project which keeps at risk babies at home with their relatives.

I truly believe the low numbers of babies admitted to the Baby Home in 2016, are directly attributable to Maisha Matters impact in the community. The Baby Home only received 27 new babies this year, considerably lower than previous years. We usually care for about 60 babies at any time, but this has reduced to about 40 children.

Maisha Matters supports malnourished and at risk babies in the community with lifesaving formula milk. We provide training for their caregivers and business set up grants to allow their families to become self-sustaining and able to better their own futures.

We are helping the same babies Forever Angels Baby Home has always helped... but we are doing it differently. We are keeping these babies in their families whenever possible and supporting their whole family to live better, healthier lives.

This area of our work is easily measurable - we initially see dying babies with ribs protruding through their skin and over the weeks we see them gain weight until they are bouncing and healthy - whilst all the time being at home with relatives.

Forever Angels Baby Home is still needed though. There are many abandoned babies with no known relatives. For them, the Baby Home is a safe haven until a permanent home can be found, often through adoption.

This year Forever Angels saw 11 children returned home to their biological families, 15 adopted into new families, and a further

14 children transferred to SOS Children's Village.

We have also seen enormous growth in our image - with a new website, professional publications and social media activity.

We are becoming more global and now have huge support from Forever Projects in Australia as well as Forever Angels USA - both helping us to raise awareness and necessary funds.

It is thanks to our dedicated staff, hardworking Trustees, wonderful volunteers, generous supporters, and true friends that we are able to do this. Thank you all for believing in Forever Angels and Maisha Matters and for helping us to give brighter futures to vulnerable babies and families.

“Forever Angels has grown over the last decade, but our mission and aims remain the same. It makes me so proud to see the difference we are making in so many vulnerable children's lives.”

Our Story

Forever Angels Baby Home is the realisation of a dream Amy Hathaway had as a young child after watching images of the Ethiopian Famine on the News back in 1985. She remembers stating quite adamantly, at the young age of 6 or 7, that she wanted to help babies in Africa when she grows up.

Amy and her husband Ben moved to Tanzania in 2002, initially working at the International School in Mwanza. Through the process of adopting their first son, Barnabas, they visited many orphanages and hospitals where orphaned children were being very poorly cared for. Amy decided that her dream would become a reality much sooner than she had planned.

After it received its licence from the Tanzanian Social Welfare Department to operate as a child care centre, the Baby Home took in its first child in 2006. Since then the property, originally converted from an old hospital, has been improved and expanded to include a pre-school, a sensory room for SEN children and a 'Tiny Baby' home, offering specialised care for premature, seriously ill or malnourished newborn babies.

Initially Forever Angels offered interim care to children from birth to five years old in an attempt to address

child abandonment, malnutrition and infant mortality. Those children who have known relatives can often be re-united once the babies are able to eat solid foods and have the strength to face the rigors of Tanzanian life. Those that are officially abandoned or orphaned can be legally fostered or adopted by other families.

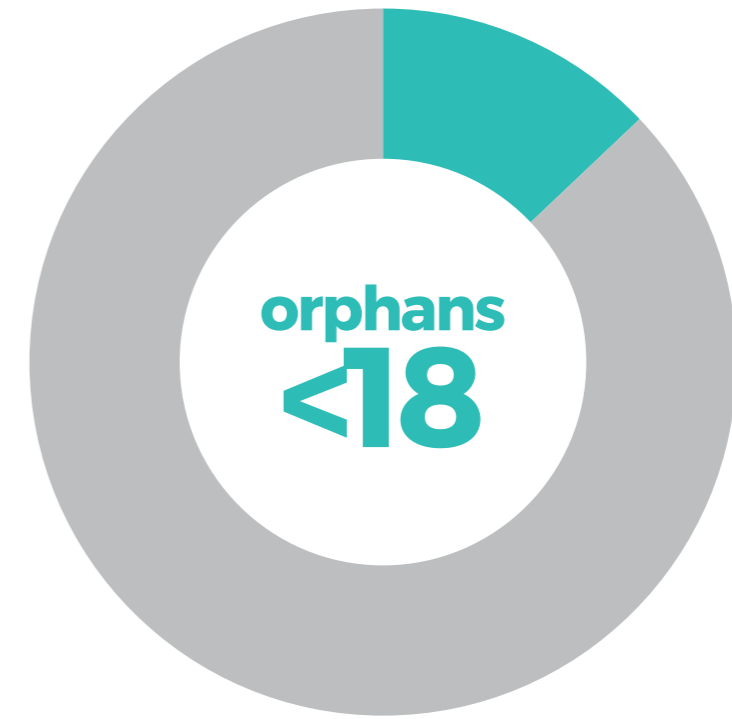
However, after a few years of collaboration with Social Welfare, HIV clinics, local hospitals and most importantly through experiences on the ground with hundreds of families, the Baby Home has extended its operations beyond its walls and into the community. Our highly successful and expanding Maisha Matters project enables children in danger of malnutrition, illness and death to stay with their families in their own homes and communities whilst receiving essential medical and nutritional support. It also gives education and training to the relatives on HIV, Malaria prevention, Child Development, Health and Hygiene, First Aid and Food and Nutrition and then supports them to set up a sustainable business so they can provide for their own families into the future.

Fundamentally - we believe in family. We strive to ensure that every child is raised in a loving family.

Why we exist



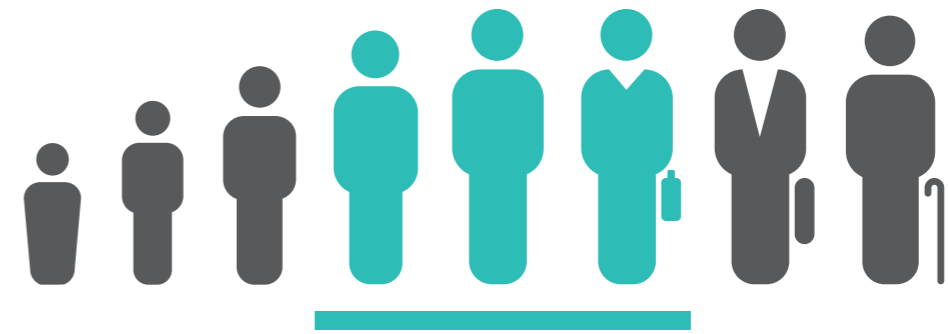
In 2012 UNICEF estimated that there were **3.1m orphans** living in Tanzania



Representing around **13%** of its population under 18

HIV/ AIDS 10%

The biggest single cause is HIV/AIDS
Around 10%
of the total population
in Mwanza is thought to be
HIV positive



The majority of these are aged
20-44
These are the parents and breadwinners
for the extended family network upon
which Tanzanian society relies



20 women die every day during childbirth often because of AIDS/HIV, from birth complications, malnutrition, or poor medical care



In the absence of a lactating mother one Tanzanian child dies every **12 minutes** as a result of inadequate nutrition In the last decade it's estimated at **600,000 child deaths**



**The price of
formula milk**
alone can make it impossible for
a family to care for a newborn baby



**As a consequence
children are often
abandoned**
at hospitals or on the street
frequently with fatal results

Objectives

To support underprivileged, Tanzanian children by upholding their basic human rights, giving them opportunities and helping them to fulfill their lives' potential.

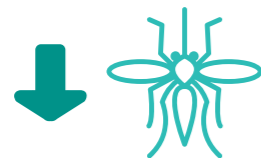
We endeavour to:



Reduce Poverty and Hunger



Reduce Infant Mortality



Reduce HIV / Malaria and other Diseases



Promote Gender Equality and Empower Women



Increase Primary School Education Enrolment



Increase Nutrition and Health and Hygiene Training

By:

Providing a safe, loving home with excellent nutrition for up to 60 malnourished babies who have no one to care for them.

Providing 'Outreach' support through our 'Maisha Matters Project' which gives young babies who have no lactating mother nutritional support enabling them to be maintained and raised in their 'family' home with adequate nutrition and medical care.

Providing mosquito nets to families, plus training about malaria prevention and symptoms and paying hospital costs for malaria treatment where required.

Working with Government Liaising with the Social Welfare department within Tanzania in the hope of finding permanent adoptive families for the children who have no traceable relatives.

Connecting with Community Maintaining close links with the Social Welfare department, local hospitals and established orphanages to ensure that we can support needy infants as efficiently as possible.

Supporting women by setting up self-sustainable businesses to provide for their families.

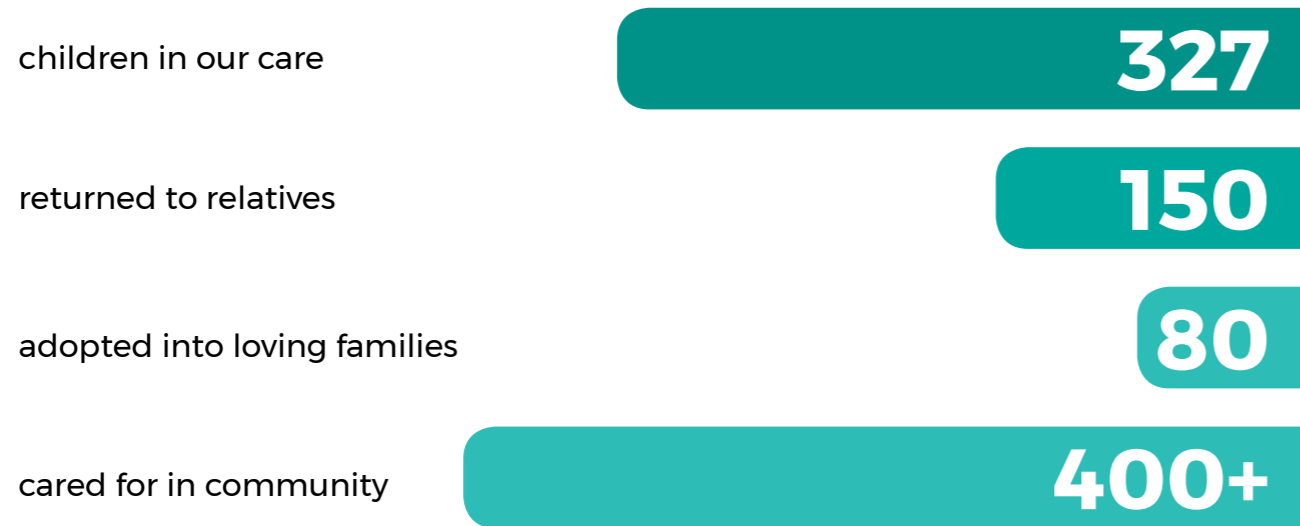
Returning children home to their biological relatives so as many children as possible are raised within their families.

Connecting with Orphanages with the aspiration that Forever Angels' children can benefit from a smooth transition into other establishments catering for the needs of older children where a permanent family, or foster family, is not a possibility.

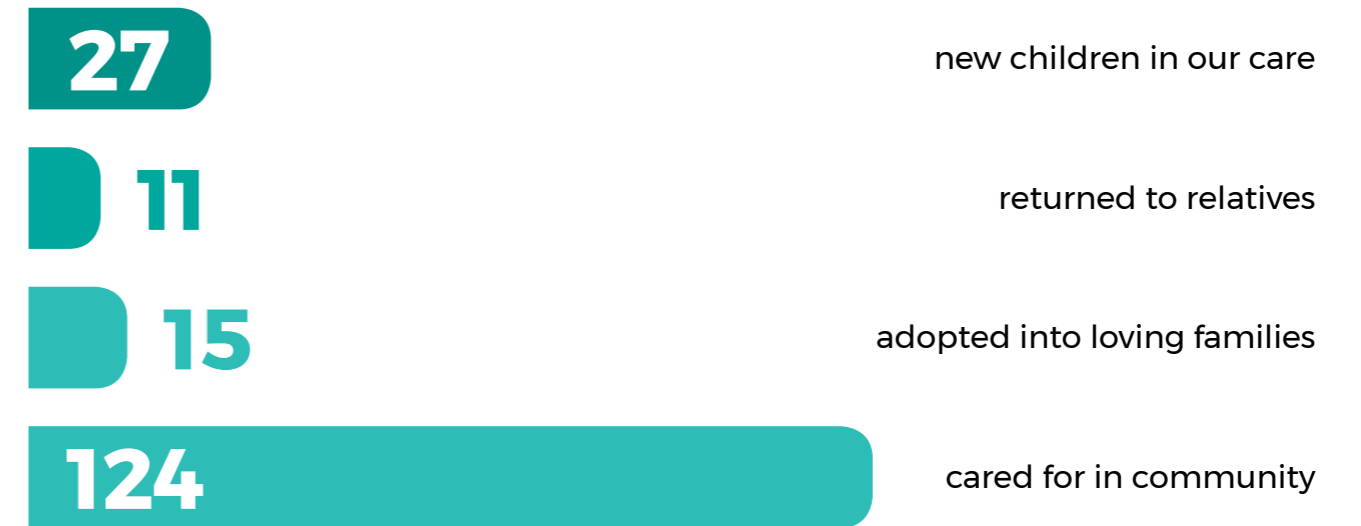
Caring for sick special needs, HIV positive and terminally ill children, providing them with a loving and comfortable environment.

Growth We are developing the Maisha Matters concept beyond Mwanza, recognising that our model can offer help and support to disadvantaged and at risk babies throughout Tanzania. Our recent roll out expansion to Geita is already proving successful and we hope to grow this to Arusha in coming months.

Snapshot The last 10 years.



The last 12 months.



 **48**
training sessions

 **108**
families in Maisha Matters

 **56**
full time staff

 **259**
days at preschool

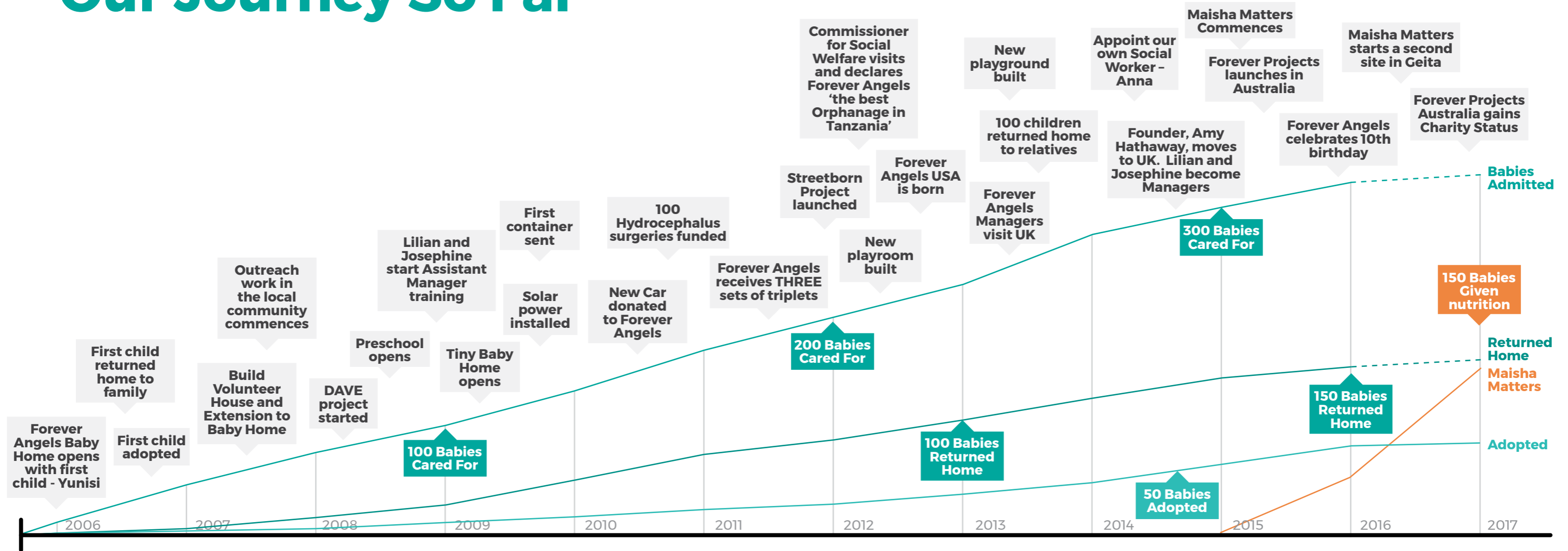
 **51**
volunteers

 **43,800**
meals

 **169,220**
bottled milk feeds

 **87,600**
nappies

Our Journey So Far

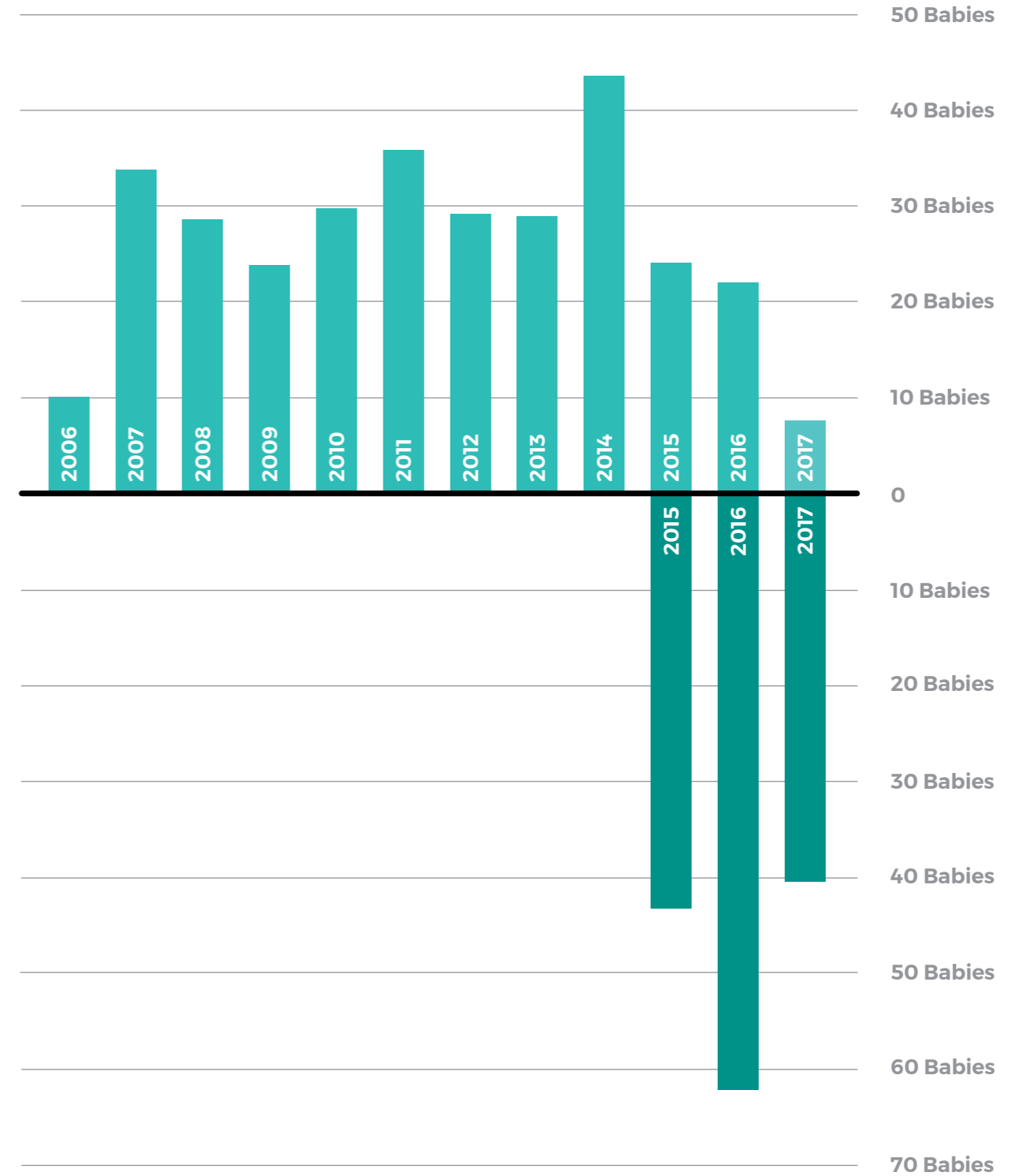


The Numbers

Since the start of Maisha Matters, we have seen a decline in the number of babies admitted to the Baby Home. We believe this is a direct result of our early intervention with at-risk babies; meaning families are supported and less likely to abandon their children.



BABIES ADMITTED TO THE BABY HOME



BABIES CARED FOR IN THE COMMUNITY

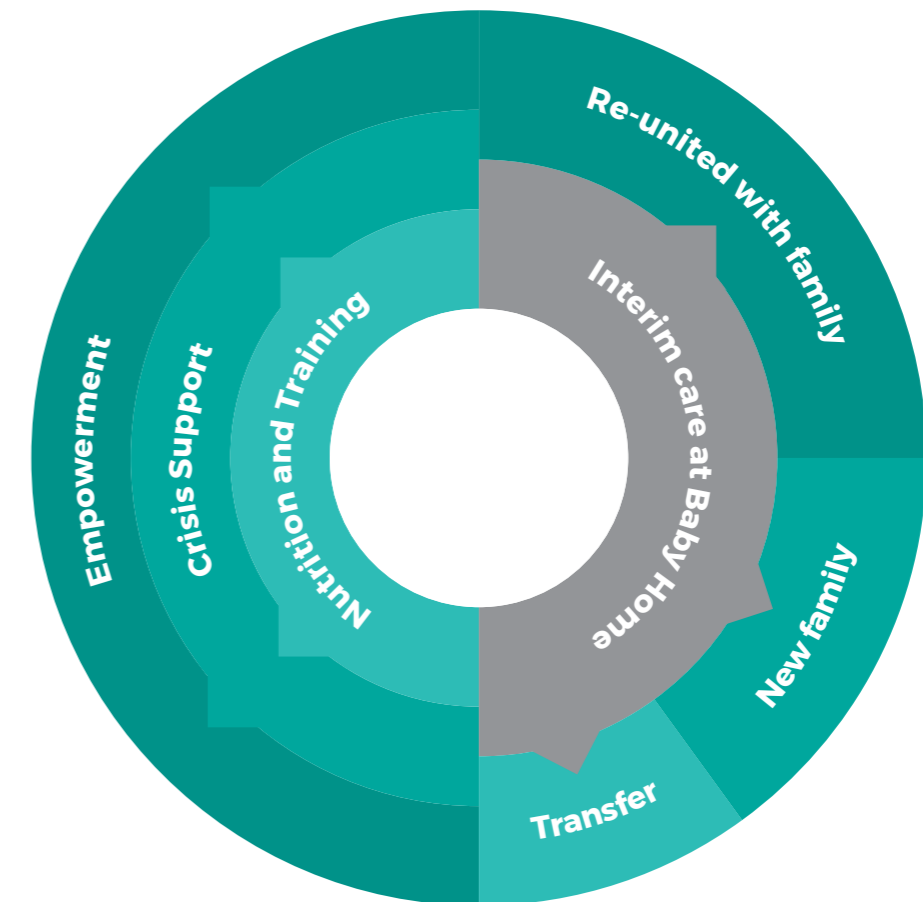
Our Structure

Our holistic approach starts with intervention for a malnourished, sick or at-risk infant. Our primary goal is for a baby's immediate health and welfare needs; and our secondary focus is centred on their family.

If a baby has relatives they join our Maisha Matters program - remaining at home with family and supported with weekly formula milk. The baby is not supported in isolation - we work with their family members to find the root cause of their struggle, which is almost always poverty based. Often, a sustainable solution is to support the family to set up a business. For some families, it does not take much to get them back on their feet; for others, their journey towards independence can take a little longer.

If a baby is unable to live with relatives they will be admitted to Forever Angels Baby Home for a short period of time whilst we provide for their immediate needs. If family reunification proves possible, this is always our ultimate goal. If no family is known, we work with Social Welfare to find foster or adoptive families.

Our support is individually tailored to each baby and developed in collaboration with their families. Our strategies are carefully considered and our solutions are evidence based and supported by years of experience - tailored to give the greatest impact and to make the biggest possible change for each of our beneficiaries.



Children in the Community

- Nutrition and Training**
Address immediate need via formula milk and training
- Crisis Support**
Provide emergency items and education
- Empowerment**
Set up business and ensure secure accommodation

Children in interim care

- 51% of children are re-united with relatives
- 27% of children, with no known relatives, are adopted into new families
- 18% of children moved into an older children's home and 4% sadly passed away.




**FOREVER
ANGELS**
MAISHA MATTERS

Our Highlights 2016

During the year we welcomed 50 new families to Maisha Matters giving 56 at risk babies life saving milk and/or food parcels as well as providing mosquito nets to 41 families; training to 60 caregivers and business set up support to 27 families. Altogether we have enabled a total of 241 beneficiaries to improve their lives.



We secured a grant of \$76,000 US from The ELMA Foundation to support Maisha Matters for two years



We have given training to 60 caregivers on a variety of topics from HIV to Child Development to First Aid to Health and Nutrition



We have rolled out our Maisha Matters program to Neema House Orphanage in Geita. Already they are supporting 12 at risk, malnourished babies in their community



One of our Maisha Matters families now not only runs a successful sewing business, but has managed to secure such a good client base that she needed to employ another member of staff. She has managed to buy land on which to build her own house



We have given life saving formula milk / food to 56 malnourished and at risk babies (including 1 set of triplets and 4 sets of twins)




We secured a grant of £52,000 from The Egmont Trust to support Maisha Matters for 2 years



We have provided 27 families with capital to set up businesses meaning they can make money and become self sufficient - enabling their children to eat well, receive medicine when sick and attend school



We collaborate with Social Welfare, the Police, the local hospitals as well as the HIV clinic to ensure all known at risk babies are sign posted to us for life saving nutritional support



We have provided mosquito nets and training about malaria prevention to 41 families so helping to prevent 241 people from catching malaria



We have provided HIV counselling and sign posting to families of exposed babies to ensure they get the correct support and medication



We have given hundreds of Crisis Support Items to families which immediately increase their quality of life. Such items include mattresses, blankets, cooking pots, clothes, shoes and food parcels

Overview



1. Milk

Maisha Matters starts by providing formula milk to babies because they are medically malnourished or do not have their mother's milk for a variety of reasons.

2. Training

Caregivers come to the centre to collect milk on a weekly basis. These ongoing visits are an opportunity to teach about child care and basic first aid as well as food and nutritional education. They are taught how to prepare the milk safely and keep the bottles clean.

3. Follow up

Weekly visits are also an opportunity to weigh the baby / infant and monitor its growth and development.

4. Business Support

After six months of age, the need for formula milk is reduced. The infant now needs a good diet of fresh fruit and vegetables. Maisha Matters supports caregivers to start a small business in their own community. Through caregivers selling charcoal, fish, meat, fruit and vegetables, eggs, soap or clothes, families can look after their children independently long term.

Our goal is not just to save the baby in the short term, but to empower these poverty stricken families to dig themselves out of poverty.

Experience from the first few years of running the Baby Home highlighted that often a highly vulnerable baby could remain at home with their family, if nutritional support and advice was provided. They did not have to be admitted to the Baby Home if there were relatives at home to care for the baby.

Usually Maisha Matters supports babies whose mothers have died in childbirth. When this frequent tragedy happens, most families in Tanzania cannot afford to buy lifesaving formula milk. They resort to giving tea and porridge to newborn babies which does not sustain or nourish them.

Frequently we also support mothers who are so weak and sick with HIV that their bodies do not produce milk to feed their babies.



Empowering Women

Maisha Matters has been our main area of growth in recent years. The support we have been able to offer impoverished, sick and malnourished babies within our local community has been truly life-saving for hundreds of babies.

But we do not stop there – our goal is not just to save the baby in the short term – but to empower these impoverished families to dig themselves out of poverty. Through giving grants, we help these families to set up small scale sustainable businesses so that the immediate nutrition benefits given to the baby is not short term – but can be continued throughout their lives by their own families.

We give tins of formula milk, training on milk preparation and food education to the carers of babies who have no lactating mother.



56

new support cases in the last year, equating to 241 beneficiaries.

27

women have been set up in sustainable businesses

41

nets have been given out protecting 241 people from malaria

Combating Malaria

We train the caregiver about Malaria in terms of prevention as well as treatment. We give Mosquito Nets to families and ensure they understand the importance of using them correctly.

Reducing Infant Mortality

We give tins of formula milk, training on milk preparation and food education to the carers of babies who have no lactating mother.

Over time our reputation for supporting malnourished babies in the community has grown and now the main Government hospital, Baylor HIV Clinic, Social Welfare and the Police all choose Forever Angels as a nutritional referral centre for carers of at risk babies and infants. Our reputation is highly regarded and we are growing daily as a centre of excellence for helping severely sick and malnourished children and it is this area we want to develop in the future.

So far we have supported over 300 babies in their own homes with formula milk and have welcomed 56 new Outreach Support Cases in the last year.

We start by providing lifesaving formula milk to babies who are medically malnourished and at risk of death. We train relatives how to prepare milk and teach the importance of clean water and good hygiene practises. The families return every week to collect milk and we monitor the growth of the baby. Some families travel over 3 hours each way for these visits. The dedication of our families is breathtaking!

Our support is reaching at risk babies in far off communities. We use these weekly visits as an opportunity to teach relatives about child care, basic first aid as well as food and nutritional education so they are more aware of what they need to do to keep themselves and their children healthy.

Geita Expansion

Our first roll out Maisha Matters program started in October 2016 at Neema House Orphanage in Geita. Geita is a mining town 125 miles away from Forever Angels. Cheryl, the Manager, has a long standing relationship with Forever Angels and runs a Baby Home very similar to ours. We both share the same fundamental belief - that children should be raised, whenever possible, in families.

We are thrilled to be partnering with Neema House in this first Maisha Matters roll out and are so pleased with their progress so far.

In the last six months they have:

- Set up their Maisha Matters program - including coming to Forever Angels for training and educating their own staff
- Provided 17 malnourished babies with formula milk (in 13 families - two sets of twins and one set of triplets)
- Given out 9 mosquito nets, protecting 48 beneficiaries from the nightly danger of malaria.
- Supported 3 families to set up a business - enabling them to become self-sufficient and food secure.
- Supported 5 babies with HIV and signposted their families for treatment and counselling
- Run over 20 training sessions for the Caregivers, educating the family about Malaria, HIV, Hygiene, Food and Nutrition and First Aid.
- Given out crisis items to all the families - including mattresses, sheets, school equipment, food parcels, peanut butter and medical support.

We are very excited to see how Maisha Matters Geita will develop over the next year.





it costs between
£25-250
 to provide a family
 with the capital
 needed to start their
 own business.

We've supported
 families to
 successfully start
 businesses selling
 charcoal, fish,
 meat, fruit and
 vegetables, eggs,
 soap and clothes.

Sustainable Businesses

Once the baby is 6 months old, the need for formula milk is reduced. However, the baby needs a good diet of fresh fruit and vegetables; something impoverished families struggle to provide. In order to make the initial milk support truly beneficial and ensure the baby continues to thrive, we give relatives support to start their own small business. Our experience in doing this has shown that a helping hand can enable an entire family to grow and succeed, making it possible for them to look after their own children now and into the future.

Primary Education

We work with the families to research what business will be successful and is needed in their village, and assess their personal skills. Because of this initial input, and our regular checks, the majority of the new businesses thrive. Maisha Matters starts with a malnourished baby, but concludes with empowering a whole family. The long term impact for a family of having regular income from a small business like this is huge; their children are more likely to be well fed, receive medications when sick and attend school.

The long term effect for a family of having regular income from a small business like this is huge; their children are more likely to be well fed, receive medications when sick and attend school.



Shakuru's Story

When Joseph was born, his mother, Shakuru, was so sick she was not producing any milk. Ill health meant she was not able to work and her four children were all severely malnourished.

Joseph was just months old, but on the brink of death. She was totally powerless to help them.

But that's where Maisha Matters came in. Our team provided their most immediate need, nutrition. This was done by giving Shakuru formula milk and training her to prepare it properly.

However the real game changer was the gift of a sewing machine and training, which she used to set up a tailoring business. This was all Shakuru needed to help her whole family out of poverty. She now has a successful business, rents a workspace, employs a staff member, has purchased land and is saving to build a house! She has even enrolled her oldest daughter in school!

Joseph and his siblings are now thriving.



**FOREVER
ANGELS**
BABY HOME

Our Highlights 2016

Forever Angels continues to be the most 'successful' orphanage in Tanzania with 80% of our children returning home to their biological family or being adopted into new families.

- 

We continued Staff Development and gave Staff Training in First Aid, Play Therapy and HIV
- 

We trained two new Pre-school Teachers and improved our curriculum and teaching areas
- 

56 children remained in their families because of Maisha Matters
- 

15 children were adopted into new loving families
- 

12 older children were transferred to live at the brand new internationally renowned Children's Home - SOS
- 

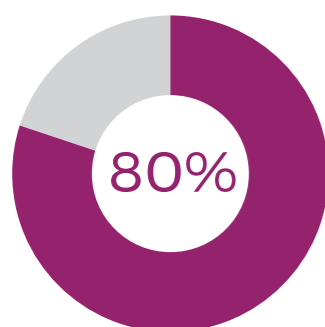
11 children returned to live at home with their biological relatives
- 

Forever Angels celebrated its 10th Birthday
- 

We continue to employ over 50 full-time, Tanzanian staff
- 

Our staff have received training in SEN, dental hygiene and first aid
- 

We held a Summer party feeding 500 deserving children and adults in our community



80% of the children who enter our care have returned to live with their biological families or have been adopted into new loving families.

Caring for At Risk Children

After it received its licence from the Tanzanian Social Welfare Department to operate as a child care centre, the Baby Home took in its first child in 2006. Since then the property, which was originally converted from an old hospital, has been improved and expanded to include a pre-school, a sensory room for SEN children and a 'Tiny Baby' home, which offers specialized care for premature, seriously ill or malnourished newborn babies. The total capacity of Forever Angels Baby Home has gradually increased to accommodate around 60 babies and infants at any time although since the start of Maisha Matters we generally have between 30 and 40 in our care. Since opening, 329 children have been cared for at the Baby Home.

The emphasis is upon high quality interim care and our goal is for every child to be raised in a loving home.

80% of the children who enter our care have returned to live with their biological families or have been adopted into new families.

This is highly indicative of the success of the Baby Home and the excellent relationships that have been established with the local community and services.

Although the Project Director and Founder, Amy Hathaway, is a UK citizen, all of the 56 staff are Tanzanian including the Managers and Assistant Managers. Staff are loyal and the Baby Home is a popular place to work; staff turnover is low at around 10% per annum. Approximately 500 volunteers, both short and long term have also given their time and commitment and are a valuable asset in keeping the home running smoothly and bringing new experiences to our children.

The children are provided with a stimulating environment with the focus on play; music, dancing, water play, painting, building, sports and all the other activities that children love and which helps them become fully rounded individuals and able to meet their developmental milestones.

The Baby Home has also supported orphan leavers from Bethany and Starehe Orphanages on a training and childcare programme. After training, many of these young people have taken employment with the Baby Home or have been supported by Forever Angels to find work in the local community.

All children come to the Baby Home through the Social Welfare Department and as much information as possible is gathered about each child: formal paperwork, interviews with hospital staff, and contact details of relatives, if known. Each child is given an initial medical examination and appropriate medication before being introduced to the existing children. The Baby Home tries wherever possible to prevent children becoming abandoned and as much contact as possible is maintained and encouraged with existing family members.

All age appropriate children attend the on-site Pre School which is constantly being developed to give a balanced and broad curriculum following the UK model.

The children are assessed regularly to ensure their health, growth, comfort and happiness. Their emotional and intellectual development is monitored and encouraged. Immunisations are kept up to date and any medical problems are treated, such as malarial treatments and Anti Retro Viral drugs for the HIV positive children. A Tanzanian nurse visits twice a week and western Doctors, who regularly visit Tanzania for a few months at a time, provide much support.

All this means that the Baby Home currently offers the very best level of medical care within its capabilities of being in a developing country. Above all there exists a loving and secure environment for children to flourish in these essential early years.



Special Needs

There are a number of children being cared for at the Baby Home who have severe Special Educational Needs and we have Staff specifically trained to work daily with these children. They provide physiotherapy, one to one time in our purpose built Sensory Room, record their progress and plan future targets for them.

We have specialised equipment for these children and qualified Volunteers who provide training on inclusion and specific feeding and lifting techniques.

The long term care of these children is an issue currently being addressed by Forever Angels. Last year Social Welfare gave us permission to keep children with Special Needs past 5 years of age (and up to 18 years) as an emergency interim solution until a better environment within Tanzania is found.

In 2016, we partnered with 'Humans and Dreams', an Orphanage specially built to care for children with Special Needs and transferred two of our oldest Special Needs children to this new Centre.



Forever Angels Exit Strategies

Returning Home To Relatives

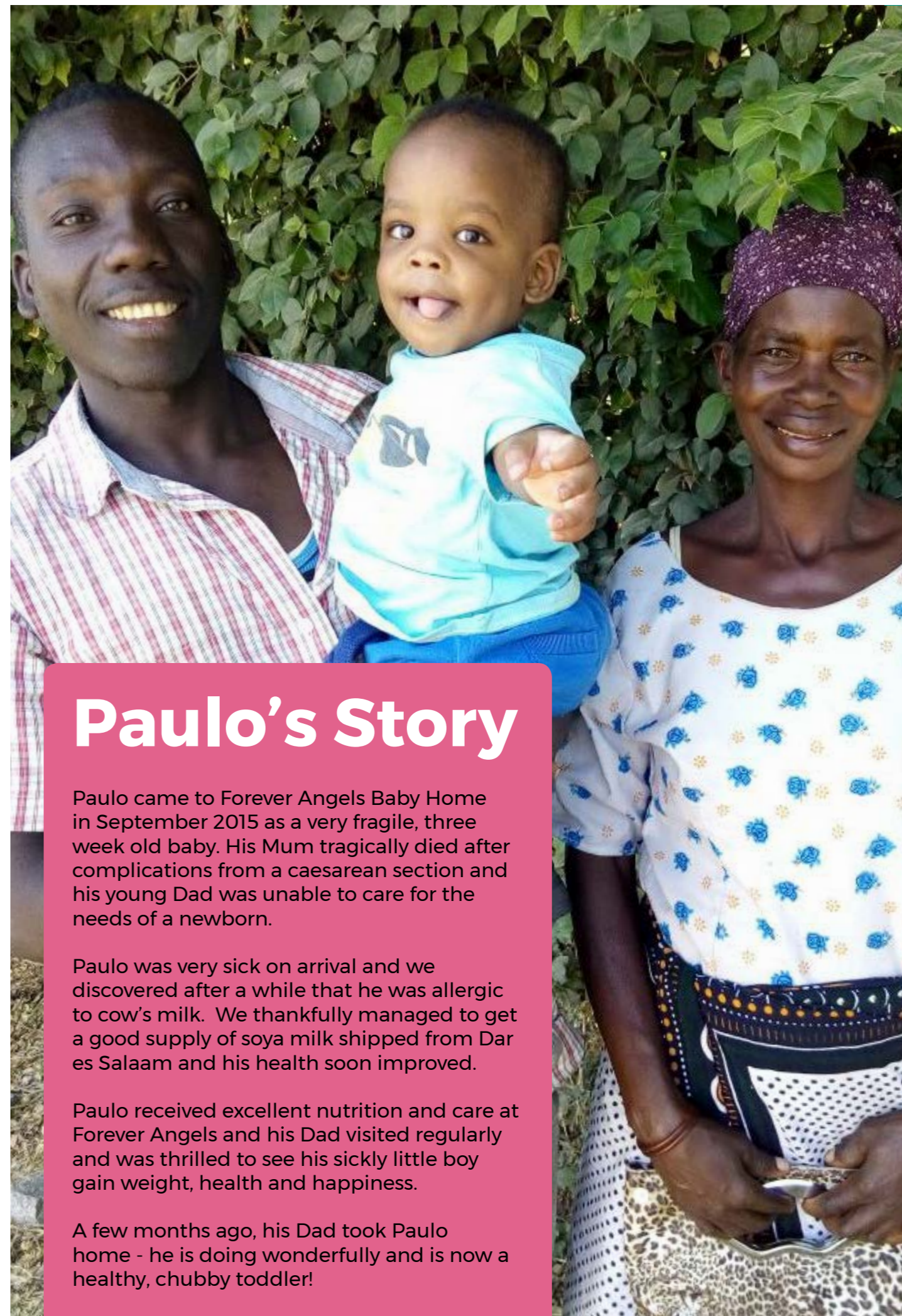
Ideally, and most commonly, children at the Baby Home are re-united with existing family members to provide a permanent home. In practical terms, this means keeping track of existing family members, encouraging them to visit and ensuring that a bond is made and maintained between the child and the birth family so that, when the time comes for them to be reunified, there is no difficult adjustment. Very often Forever Angels supports the main caregiver to start a small business so we know they have a reliable income and can care for the needs of the returning child in the long term. Once a child is reunified the Baby Home's official responsibilities end, but every effort is directed towards maintaining contact with the child and the monitoring of his or her development and health through close ties with the families or with the other organisations in the area. Most return regularly to the Baby Home for health monitoring, school support or just to greet our staff and show us how well they are doing.

Foster Care / Adoption

If reuniting the birth family is not possible, then procedures are initiated with Social Welfare to make the child eligible for adoption. There are strict guidelines for adoption in Tanzania and we work very rigidly within the law to ensure that children are only placed with well screened families, and only when there is no biological family available for them to return to.

Transfer to Older Children's Home

When a child reaches the age of 5, and if relatives or foster parents have not been found to care for them, we arrange for the child to move to another care centre. Strong links have been developed with 'Mavuno Village', Village of Hope (formally Starehe), Tumaini and the Bethany Orphanage where our children settle with others who have come from our home. SOS, a new, well known international Orphanage opened in Mwanza in 2016 and we transferred 12 of our oldest children to them in October. We hope to continue to have a long term relationship with SOS as it is the best option for our children who do not have known family and do not get adopted.



Paulo's Story

Paulo came to Forever Angels Baby Home in September 2015 as a very fragile, three week old baby. His Mum tragically died after complications from a caesarean section and his young Dad was unable to care for the needs of a newborn.

Paulo was very sick on arrival and we discovered after a while that he was allergic to cow's milk. We thankfully managed to get a good supply of soya milk shipped from Dar es Salaam and his health soon improved.

Paulo received excellent nutrition and care at Forever Angels and his Dad visited regularly and was thrilled to see his sickly little boy gain weight, health and happiness.

A few months ago, his Dad took Paulo home - he is doing wonderfully and is now a healthy, chubby toddler!



Community Impact



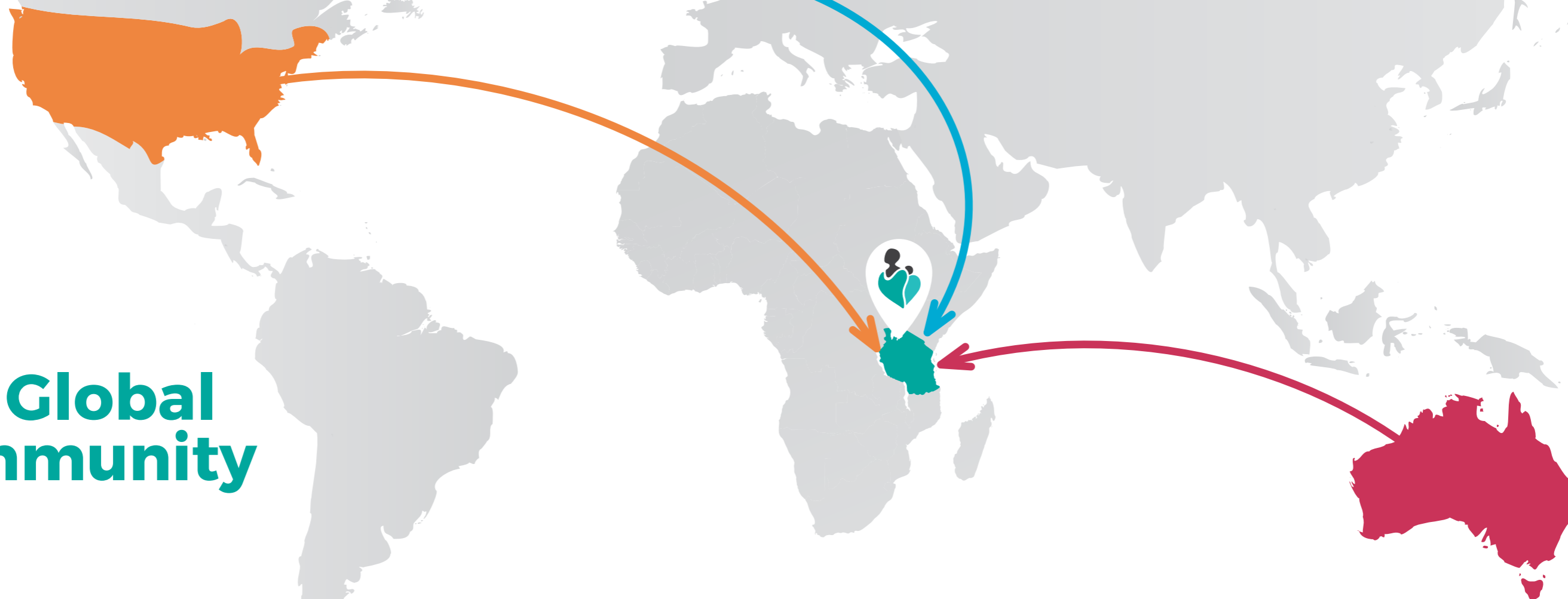
Forever Angels is recognised as an excellent local employer and is a popular place to work. Our staff are all local Tanzanians and 85% are women so we are helping to empower a marginalised section of society.

We offer continuous training to our staff and almost all have participated in training courses in Child Care, Special Needs, Food and Hygiene, Dental Hygiene, HIV and First Aid. This training is often used with their own children and also passed on to their villages and communities and so extending the reach.

In addition to the full and part-time job opportunities, the money spent by Forever Angels on food, resources and building projects provides an important boost to the local Mwanza economy. Market traders, taxi drivers, hoteliers and many others have seen their businesses grow in and around Forever Angels as the money spent by the Home and volunteers creates a 'multiplier' effect.

- A local taxi driver has managed to buy a new taxi because of increased and reliable income from Volunteers and has now opened a small scale safari business offering tailor made packages to the Serengeti.
- Tunaweza, a new NGO for disabled teenagers, has supplied over 1000 staff uniforms for the Baby Home, as well as producing many items for our Volunteer Shop, enabling them to advertise and increase income and productivity.
- A local farmer has seen his sales double as he sells his cows' milk to us.

Our Global Community



Forever Angels / Maisha Matters comprises of four parts:

- A Tanzanian Non-Governmental Organisation which runs the Baby Home, Maisha Matters and cares for day to day running of the Charity
- A UK Registered Charity which acts as the advisory body, raises awareness and is the main fund raiser
- A USA Board which has 501c3 status and which acts primarily as a fund-raising body.
- An Australian Registered Charity, raising awareness and funds for our projects in Tanzania

The Baby Home was founded by Amy Hathaway and her husband, both UK citizens. Amy and Ben lived in Tanzania for 12 years and in 2014, handed the day to day operations to a Tanzanian Management Team, with Amy now supporting from the UK. Our 56 Tanzanian staff are supported by a number of short and long term volunteers from around the world who provide valuable help at the Baby Home and connect us to a global community.

Volunteers are carefully selected and spend a minimum of 4 weeks at the Baby Home during which time they are fully integrated into the daily work schedules. As well their voluntary efforts, many have provided a bedrock of fundraising support when they return to their home countries. In addition to successful 'spreading the word' about Forever Angels, they have also contributed around 7% of the funds raised for the Baby Home.

The Forever Angels Global Community now stretches across 14 countries and is linked through our social media sites.



Message from Josephine Managing Director

I am very proud of the work Forever Angels is doing in the community that surrounds us here at the Baby Home. Through Maisha Matters we have really decreased the large number of abandoned children we had coming into the Baby Home. While the Baby Home is still a wonderful place - we care now only for babies who REALLY need to live there. The others are supported in their own homes.

The value of Maisha Matters is seen even in the hospitals which now have a very small number of children being admitted due to malnutrition - instead, these vulnerable babies are getting great care from Forever Angels and are able to remain in their families.

Because Maisha Matters works with the whole family - and empowers them, families who previously ate only one meal a day can now

afford food on the table and medicine when their children are sick.

Forever Angels has given hope to families who had lost hope and good health to the babies who previously, would have died.

Through the training we give every week most of our Maisha Matters families have been educated on issues related to life in Tanzania. Their fear of HIV is now reduced; they are more educated about Malaria and they understand the importance of health and hygiene.

Alongside our Maisha Matters Outreach work - the children at Forever Angels continue to be happy and healthy in our care.

We have come so far and I am proud to be a part of this wonderful charity.



Message from Lilian Manager

It has been another busy year! In October we transferred ten of our oldest children to another orphanage called SOS. This transfer wasn't easy because these children had been with us all their lives and saying goodbye to these beautiful souls has left huge gap at the Baby Home. Whilst we were sad to see them leave, they are all doing really well and have settled happily into their new home.

Because of this, and because of our work in the community, we now have less children at the Baby Home. This was our plan - we do not want to admit children to the Baby Home if they can be helped in their own families.

This is the focus of Maisha Matters - supporting malnourished babies with life saving nutrition and empowering their families, through business creation, to have regular income.

I love seeing how this project has grown and developed over the last couple of years. Since January, we have already helped over 50 babies who are now thriving. Maisha Matters is not only impacting on the individual babies and their families - but also on the local clinics and main Government Hospital who have very few inpatient malnourished babies now. They are all sign posted to us!

We hope our generous donors will keep on supporting this wonderful project so many more families can be helped. Right now, East Africa is suffering from famine and we would like to see Maisha Matters grow throughout Tanzania and into our neighboring countries.

Thank you so much to everyone who has already supported Forever Angels and for your kind hearts May you be blessed so much.

Priorities and Plans

These are the current directions, priorities and thinking that will guide our 2017 plans:

- ▶ Amy Hathaway, the Project Manager and Founder, will continue to focus her work on marketing, forward planning and maintaining an active liaison between Forever Angels branches, supporters and the Baby Home. We will explore seeking professional guidance on fund-raising for larger bids.
- ▶ Lilian and Josephine, the Baby Home Managers, will continue to manage their staff and Management Team. They will continuously train the Assistant Managers to take a more leading role at Forever Angels so their time is freed up for more complex cases. They will continue to manage and deliver Maisha Matters and training courses.
- ▶ We have rolled out Maisha Matters to Geita (Neema House Orphanage) as our first off-site Maisha Matters Project. This is running successfully so we hope to grow this and use it as a model to open future developments across Tanzania.
- ▶ The Baby Home Managers will maintain close, regular communication with the UK Directors and Project Director in terms of sending financial reports, monthly Manager Reports, and Social Welfare Statistics, as well as day to day communication about the children, their health and general issues at the Baby Home. This needs to incorporate detailed statistics arising from Maisha Matters so that we are able to monitor and evaluate our impact in this area.
- ▶ Whilst maintaining our maximum capacity for 60 children, our target is to keep the current reduction in numbers (30-40 children) as we work in conjunction with Maisha Matters to support, whenever possible, at-risk babies in their own homes.
- ▶ Maximise the benefit of our expanding Global Community ensuring good communication and support from FA UK, FA USA and FP AUS.
- ▶ We need to work closely with SOS (a new Orphanage in Mwanza which opened in October 2016), Bethany, Tumaini and Village of Hope as we plan they take our older children in the future who can not return home or be adopted. There are many poorly run orphanages in Mwanza and we need strong relationships with successful centres to ensure the best future for Forever Angels' children.
- ▶ We would benefit from an enhanced and strong working relationship between FA Trustees/Directors and Staff. We also need to expand and entrench our links with sponsors and volunteers through social networking sites, an online shop and improved publicity materials.
- ▶ Send a container in conjunction with Re-use Littleborough who have been collecting unwanted toys / clothes and baby items.
- ▶ Develop our fund-raising strategy with support from all Trustees to enable our projects in Tanzania to grow.
- ▶ Explore purchasing an industrial washing machine.
- ▶ Seek enhanced funding to roll out Maisha Matters on a wider scale.
- ▶ Seek funding to increase the solar capacity of the Baby Home and all on-site properties.
- ▶ Seek funding to purchase new vehicle for Maisha Matters.

Development Plan 2017

Infrastructure			
Objective	Time-scale	Costing/Funding	Responsibility
Upkeep and general maintenance on all buildings on site	ongoing	£5,000	FA Tanzania
Explore funding for installation of solar water heating / increase capacity of solar panels to whole Baby Home	quarter 4	£3,000	FA Tanzania
Build a sheltered area for washing and a storage area for Preschool 'ride-on toys'	quarter 2-3	£2,000 + £1,500	FA Tanzania
Refurbish kitchen cupboards and replace equipment	quarter 1	£1,000	FA Tanzania
Extend internet to main building and upgrade main office computers / lap-tops	quarter 4	£1,500	FA Tanzania
Tying brickwork together to prevent cracks in Volunteer House, Staff toilet and Tiny Baby Home	quarter 2	£2,000	FA Tanzania

Staffing			
Objective	Time-scale	Costing/Funding	Responsibility
Continue to have a Long Term Volunteer Position to support with Maisha Matters / Photos / Reporting to UK	Ongoing	£8,000	UK Director
Provide Geita - Neema House with more structured Training on Maisha Matters	ongoing	N/A	UK Director + FA Tanzania
Amy Hathaway to continue the post of Project Director to oversee the strategic running of the Baby Home from the UK	ongoing	£30,000 pa	FA UK
Lillian and Josephine continue to train Assistant Managers in day to day running of the Baby Home	ongoing	N/A	FA Managers
Lillian, Josephine, Hassan and Anna to continue to train Maisha Matters families in nutrition, malnourishment and basic medical knowledge	ongoing	£5,000 pa	FA Tanzania + FA Director
IT training for Assistant Managers using volunteers	quarter 3-4	N/A	FA Tanzania + Liz
Establish viable working relationship /structure linking FA UK, the Project Director and the Tanzanian Managers , FA AUS and FA USA	ongoing	N/A	FA Tanzania, UK, AUS, USA
Update medical/first aid training for all staff using medically trained volunteers	quarter 4	N/A	FA Tanzania + UK Director
Empower staff to act as Adoption Advocates within their churches, mosques and communities	Ongoing	N/A	FA Tanzania
Employ an extra driver / administrator to support Hassan in his role	quarter 1-4	£2,500 Salary	FA Tanzania
Increase staff salaries	quarter 4	with inflation	FA Tanzania
Employ new Administrator to be trained by Liz (long term volunteer)	quarter 2-3	£3,000	FA Tanzania + UK Director
Develop succession plans for the Core Management Team	quarter 3	N/A	FA Tanzania + UK Director

Development Plan 2017

Policy			
Objective	Time-scale	Costing/Funding	Responsibility
Develop and grow Maisha Matters to support 100 more needy and malnourished families in the community (at £600 each) through support of formula milk and business set up capital	ongoing	£60,000-	FA Tanzania + FA Director
Baby Home capacity to remain at a maximum of 60 but with a preference for fewer children in conjunction with Maisha Matters and our desire to support more babies in their own homes	ongoing	-	FA Tanzania
Develop our website and social networking links with an increased emphasis upon Outreach work	quarter 1	-	UK Director and FP AUS
Maintain and extend a strong relationship with SOS/ Mavuno Village / Village of Hope / Tumaini and Bethany / Human Dreams Orphanages where Baby Home children can transfer	ongoing	-	FA Tanzania + UK Director
Lobby, with Social Welfare and the Tanzanian Government for a change in the Adoption Laws so that SEN children could be adopted abroad	ongoing	-	FA Director + FA Managers
Work closely with Social Welfare/other NGO's to ensure that our intake consists of babies we can most effectively help within our Organisation	ongoing	-	FA Tanzania + FA Director
Further promote a programme of information and education about adoption in the broader community, assisted by past adoptive families and our Forever Angels Staff	ongoing	-	FA Director + FA Managers
Continue to run Training Programmes for Maisha Matters	ongoing	£5,000 pa	FA Tanzania
Ensure we have a fundraising strategy to match our budget needs	quarter 1	-	UK Trustees + FA Director
Devise and Risk Policy and an Investment Policy for Forever Angels UK	quarter 2-3	-	UK Trustees
Develop our Donor Retention Strategy	ongoing	£1,000	UK trustees + FA Director
Develop the role of the UK trustee	quarter 1-4	£500-	UK Trustees + FA Director
Update and complete UK policies and ensure they are adhered to	quarter 1	-	FA Director and Trustees

Health And Safety			
Objective	Time-scale	Costing/Funding	Responsibility
Further training for all staff in First Aid, Health and Hygiene, SEN, and key medical ailments	ongoing	-	FA Tanzania + UK Director
Review Fire Policy and practise fire drill	quarter 3-4	-	FA Tanzania + UK Director
Training for cooks on Health and Hygiene to improve overall standards in the Baby Home	quarter 3-4	-	FA Tanzania + UK Director
Continue to maintain security by replacing or repairing fencing reed matting and the external lighting for security	ongoing	£1,000-	FA Tanzania

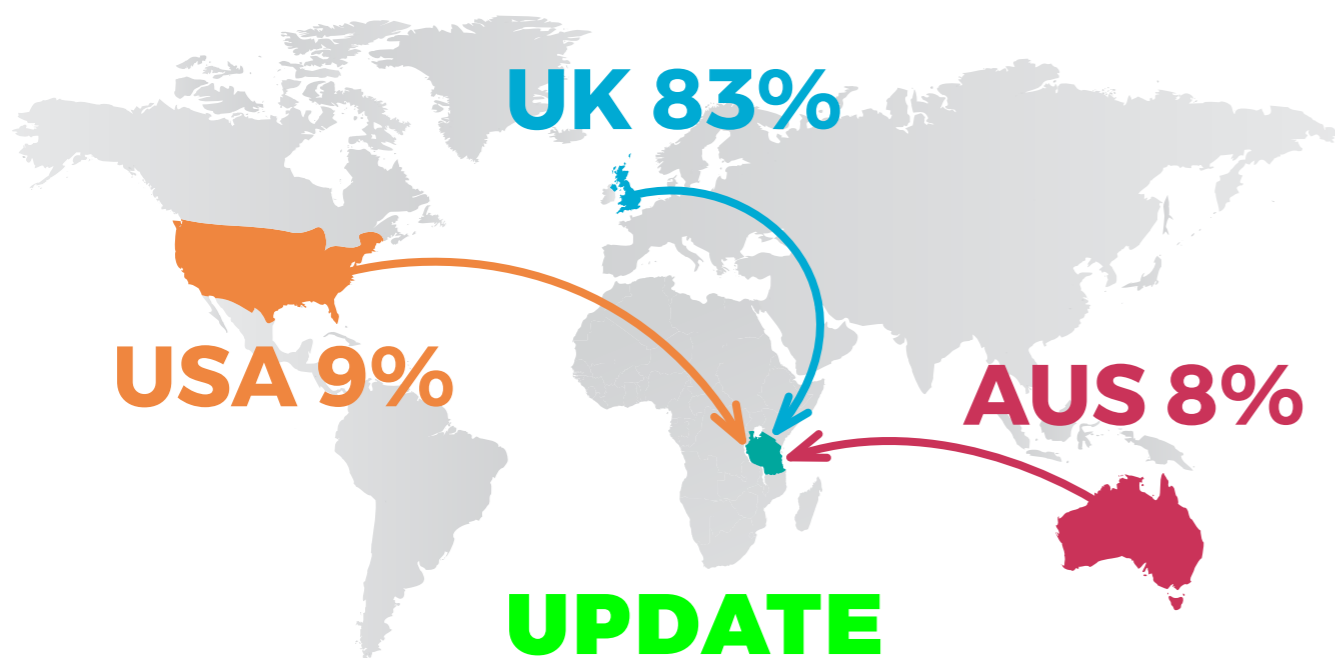
Pre-School And SEN			
Objective	Time-scale	Costing/Funding	Responsibility
Continue to train and guide the Pre-school teachers , especially on activities for very younger children (Role Play areas / Out door areas etc) in line with UK Standards and Guidelines	ongoing	-	FA Tanzania + UK Director + Volunteers
Training on positive discipline to Pre-school teacher	ongoing	-	FA Tanzania + UK Director
Encourage 'Inclusive Education' and train staff how to achieve it	ongoing	-	FA Tanzania + UK Director
Continue to give daily physiotherapy to our special needs children	ongoing	-	FA Tanzania + SEN Staff
Update Individual Education Plans for all SEN children to guide their daily 1:1 sessions with SEN staff and volunteers	ongoing	-	FA Tanzania + UK Director + Volunteers

Development Plan 2017

Finances And Funding:			
Objective	Time-scale	Costing/Funding	Responsibility
Maisha Matters to secure funding to support 100 more starving babies in the local community as well as supporting their family to set up a small scale sustainable business	ongoing	Desired £60,000	FA Director
Project Manager to secure funding for on going running costs of Baby Home as well as to develop and grow Maisha Matters	ongoing	-	FA Director
Continue fundraising within Tanzania and increase local donations to FA	ongoing	-	FA Tanzania + UK Director
Continue funding one DAVE student through High School	quarter 1-4	-	FA Tanzania
Continue to provide Managers with a monthly 'Social Budget' to allow them to meet and accompany volunteers / other NGO workers outside the Baby Home	quarter 1-4	£1,000	FA Tanzania
Apply for corporate sponsorships in order to reduce financial reliance upon volunteer income	quarter 3	-	FA Director
Maintain current donor base through more effective donor retention - presentations, personal relationships etc	ongoing	£500	FA Director
Liaise with FA USA and FP AUS	ongoing	-	FA Tanzania + FA UK + FA USA
Liaise with FA UK, FP AUS and FA USA to promote and develop Forever Angels' global social network sites and publicity materials	ongoing	-	FA Tanzania + FA UK + FA USA + FP AUS
Develop financial structures between FA Tanzania, FA UK, FA AUS and FA USA	ongoing	-	FA Tanzania + FA UK + FA USA
Start 'Donate Your Birthday' Campaign to generate funds and awareness from FA's global sponsors	quarter 1	-	FA Tanzania + FA UK + FA USA
Focus on low effort, high impact fundraising - Social Media etc	quarter 1-4	-	UK Director

Outreach			
Objective	Time-scale	Costing/Funding	Responsibility
Grow Maisha Matters in Geita from 25 to 50 families	quarter 4	£25,000	MM Geita + UK Director
Roll out Maisha Matters to a centre in Arusha	quarter 4	£25,000	UK Director + FA TZ + Arusha Manager
Develop more effective impact measurement tools to record statistics relating to Maisha Matters families so we can effectively monitor and evaluate the project	quarter 2	-	FA Tanzania + UK Director
Continue to support 50 families with formula milk and business set ups in Mwanza	ongoing	£30,000	FA Managers + FA Director
Continue to monitor graduating families to ensure long term success	ongoing	-	FA Managers + UK Director
Keep good links with Bugando Government Hospital, The Police, Baylor HIV Centre and Social Welfare to ensure all malnourished and needy families continue to be referred to us	ongoing	-	FA Managers + UK Director
Develop and grow Maisha Matters by informing local clinics and medical professionals about our work so more needy babies are referred to us in a timely fashion	ongoing	-	FA Tanzania
Continue to work with at risk families in the community (i.e. Albinos) who are in danger of persecution by giving them safe places to live / skin care support / income generating support	ongoing	-	FA Tanzania
Develop a program of more technical training to enable Maisha Matters families to do more skilled jobs	quarter 3	-	FA Tanzania + UK Director
Use 'best practise' Maisha Matters families to train other families - spreading their success	quarter 3	-	FA Tanzania + UK Director

Financial Review 2014-2015



Where did the money come from?

In 2014/15 Forever Angels UK raised £178,000, a little less than in previous years, but the generosity of our friends in the USA and Australia helped to top up the funds needed to keep the Baby Home and Maisha Matters running successfully.

Our donor base is widespread and 90% of the funds raised came from individuals and organisations who gave to us so generously. Without this generosity Forever Angels could not exist and we are immensely grateful. An amazing £136,000 was received as 'one off' donations, £30,000 came from our solid core of supporters who commit to making a regular monthly donation, and £12,000 was added from those who were able to 'Gift Aid' their donation so that we could recover UK income tax paid on these donations.

FAUK provided quarterly grants to the Baby Home meeting 83% of its needs. Forever Angels USA started sending top up grants and provided a further 9% of the Home's needs, and in 2014/15 a new and enthusiastic group of fundraisers in Australia provided the remaining 8%.

The success of the Forever Angels Baby Home can be measured by the simple fact that the tremendous family of donors who support this work now cover three continents.



£136,000
'One Off' Donations



£30,000
Monthly Donors



£12,000
Gift Aid

Financial Review 2014-2015

UPDATE



2.1%
Admin



1.1%
Capital



26.6%
Food & Medicine



5.3%
Fuel & Water



2.7%
Maintenance



2.0%
Outreach



51.9%
Staff



8.3%
Miscellaneous

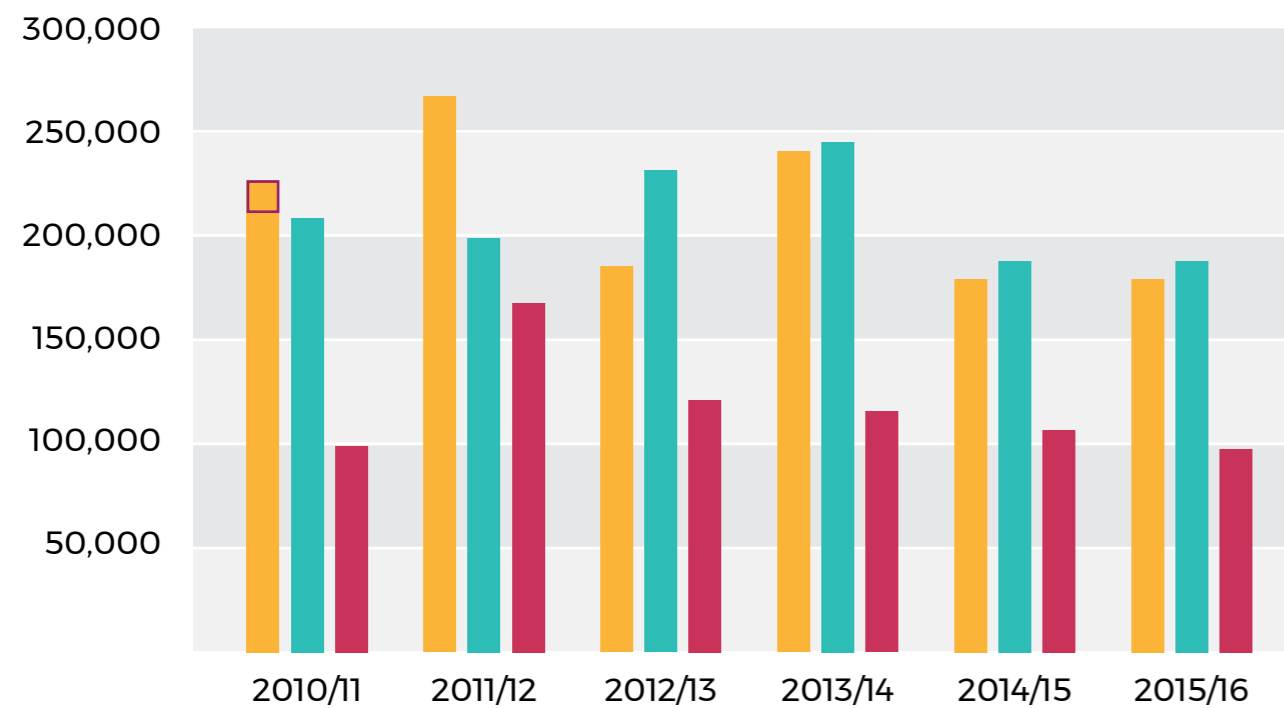
Where did the money go?

In 2014/15 FAUK spent £186,000, some £8,000 more than was raised. The excess was funded from reserves which still, fortunately, remain healthy.

The Trustees have been regularly reviewing the reserve position, conscious that the general trend over the past few years has been for income receipts to fall. However, at the end of the year, FAUK held over £100,000 in reserve which represents just over 6 months expenditure, well in line with our policy. Currently, although there is little cause for concern, this remains a high focus issue.

Of the money spent by FAUK, 15% was in the UK: 2% on administrative costs and 13% on a salary for the Project Director. The Baby Home managers and staff did another excellent job in managing their costs within their budget, total spend coming in at just under £207,000, of which 95% was spent on the daily running costs of the home for the children, the remainder being for some small capital projects.

Financial Projections 2014-2015



Income
Expenditure
Reserves

UPDATE

What is our financial future?

Things are looking good for the Baby Home. Like all charities, we are unable to guarantee our future income but have to carefully manage our income and expenditure according to the best information and forecasts that we have at any one time.

FAUK continues to regularly review its and the Baby Home's expenditure and ensures that it has sufficient reserves to meet unforeseen circumstances. Forecasts based on income received in the first half of 2015/16 suggest that the historic downward trend has stabilised and that we will be able to maintain our income at the current level. However, this will not stop us seeking new sources of revenue, in particular from grant providing organisations.

The Managers of the Baby Home will continue to maintain expenditure within their budget and inflation, but the Forever Angels family expect to be able to provide additional funds in the next year to enhance the Baby Home's facilities. Forever Angels USA has proved itself able to provide some additional financial support to the Baby Home and we have every confidence that this will continue. Maisha Matters has already received generous support from the Marr Manning Trust and the Egmont Foundation which has given this project a very healthy start. The support provided by Forever Angels Australia will enable plans for the further expansion of Maisha Matters to be realised.

Acknowledgements

Forever Angels would like to thank the following organisations for their wonderful support and partnership. Together these organisations have been a crucial help in ensuring that we reached our goals in 2016.



researchpartnership.com / fortessafaris.com



globaldevelopment.org.au / mattjolleybuilder.com.au / bottle4bottle.com.au



foreverangelsusa.org / marrmunningtrust.org.uk



elmaphilanthropies.org / totsbots.com / egmonttrust.org

Appendix 1 Directors/Trustees' Roles

a) Meetings

To chair meetings; approve minutes; sign legal documents; appoint committees and deputies;

b) Administration

To keep relevant records and archives; record minutes, read minutes at meetings; ensure compliance with legislation; prepare regular activity reports; disseminate information where necessary;

c) Accounting

To keep good account of finances and assets of the organisation; balance books of accounts; operate bank accounts; solicit for funds; keep financial records;

d) Financial Planning

To research appropriate funding sources and develop grant proposals for the organisation; conduct feasibility studies on any new project area; ensure adequate cash flow and reserves are kept; to assess and manage all financial risks;

e) Publicity

To mobilize members; publicise the organisation to potential volunteers and donors; prepare publications and reports to donors and other interested parties; develop and manage the organisation's website;

f) On-Site

To arrange maintenance and repair of property; procure such supplies and utilities as required; ensure the beneficiaries are well cared for; to ensure the basic needs of the beneficiaries are met including food, clothing, cleanliness and to record, assess and treat the medical condition of the children;

g) Staffing

To manage staff and volunteers; hire or take on employees or volunteers as required; to release or dismiss employees or volunteers when necessary; arbitrate and resolve staff disciplinary matters; comply with all employment legislation;

h) Legal

To be accountable for formal submissions to Companies House and the Charities Commission; and

i) Other

Each director is also required, in addition to, or in the absence of any of the above responsibilities, to do the following: contribute thoughtfully to discussions regarding matters relevant to the organisation's objects; publicise the organisation and its activities to potential volunteers and donors; and to liaise with the local community.

Meetings are held regularly and minuted. All records are fully available to the Directors/Trustees of both the UK and Tanzanian arms. Forever Angels Tanzania collaborates closely with the local Social Welfare Department and maintains close links with other similar organizations.

BACKGROUND

Maisha Matters partners on development projects with Global Development Group (GDG: ABN 57 102 400 993). GDG is an Australian charitable International Non-Government Development Organisation (INGDO) registered with the Australian Charities and Not-for-profits Commission (ACNC) as a Public Benevolent Institution (PBI), endorsed by the Australian Taxation Office (ATO) as an Item 1 Deductible Gift Recipient (DGR) with a 9.1.1 Overseas Aid Fund, and approved by the Minister for Foreign Affairs (as administered by the Department of Foreign Affairs and Trade (DFAT) under the Overseas Aid Gift Deduction Scheme (OAGDS)) to carry out quality humanitarian aid and development projects across the developing world: to relieve poverty and provide long term solutions. Based in Brisbane, Australia, Global Development Group is responsible for the projects according to Australian Government rules, fulfilling the governance role to provide oversight and quality management in the areas of: project planning and design, monitoring, evaluation, compliance, risk management, and auditing; in order to help achieve development effectiveness in overseas aid and development projects and to ensure projects are carried out to Australian Government requirements. GDG is also a member of the Australian Council For International Development (ACFID) and a signatory to the ACFID Code of Conduct. Donations \$2 & over to GDG are tax deductible; any excess funds support other approved project activities.

Appendix 2 Key Personnel

Amy Hathaway Project Director - UK

Amy is a UK Citizen and the founder of the Baby Home. Amy created and then Managed the Baby Home for 8 years and now works full time in the UK as Project Director.

Ben Hathaway Volunteer Website Support - UK

Ben is a UK Citizen who has supported the development and growth of Forever Angels on site for 8 years. He now offers his time from the UK on a Voluntary basis in terms of the Tanzanian accounts as well as Website support.

Forever Angels Tanzania

Numiesh Fortes Director

Numiesh is a Tanzanian Citizen and is also a director of the Fortes businesses. She volunteers in Mwanza's International School and has organised many small scale community projects.

Stephen Fortes Director

Stephen is a Tanzanian Citizen and a businessman based in Mwanza. He has maintained an active role in the local community and proved many times his commitment to Tanzania and its future.

Josephine Phabian Managing Director - On site

Josephine is a Tanzanian who is in charge of the day to day Management and running of Forever Angels Baby Home.

Lilian Ayoub Manager - On site

Lilian is a Tanzanian who is in charge of the day to day Management and running of Forever Angels Baby Home along with Josephine.

Forever Angels UK

Diane Mitchell Director

Diane is a UK citizen and a retired head teacher, having worked as a university lecturer and in primary education for over 34 years. She has been an active trustee for the past nine years.

Val Lithgow Director and Secretary

Val is a UK citizen and a fully qualified and experienced nurse midwife . She has recently retired from her role as a health visitor. Val has played a vital role in the development of Forever Angels from its inception and is a major fundraiser.

Peter Mitchell Director and Treasurer

Peter is a UK citizen, a retired senior manager and qualified chemist, having worked in the chemical and nuclear industry for over 34 years. He has been an active trustee for nine years.

Elizabeth Cassidy Director

Elizabeth is a UK citizen, a qualified pharmacist who now works as a locum pharmacist. Together with her husband Paul she has been a key fund raiser since the inception of Forever Angels.

Paul Cassidy Director

Paul is a UK citizen, was a chemical engineer for ICI, now retired. Together with his wife Liz, he has been a key fund raiser since the inception of Forever Angels.

Zoe Dixon Director

Zoe is a UK citizen and has a degree in Childhood and Youth Studies. She has lived in Tanzania for 17 months working as a volunteer at the Baby Home helping to set up the Pre School.

Olwyn Evanson Director

Olwyn is a UK citizen and is a qualified Play Leader who specializes in Special Needs. She has been a valued volunteer at the Baby Home and has first-hand experience of the needs of the children.

Karen Retford Director

Karen is a UK citizen and is an Occupational Therapist. She has visited Tanzania and set up a Multi Sensory room for the Special Needs children at the Baby Home.

Forever Angels USA

Emma Parker President

Emma works as an Environmental and Sustainability Manager in London, focussing on projects in Africa. She is Operations Director for the Musangu Foundation, developing and implementing meaningful social investment projects.

Amber Wilson Secretary

Amber is a US citizen currently living in London. She is a registered nurse working in paediatrics and has volunteered at the Baby Home on four different occasions.

Ciara Portwood

West Coast Vice-President
Ciara is a US citizen and works as a mental health therapist for at risk and abused children in Los Angeles. She has twice volunteered at the Baby Home, the last time for six months.

Kristi Koon Fund-Raiser

Kristi is a professional fund-raiser whose input is vital when strategising for fund-raisers.

Forever Projects Australia

Mark and Anna Dombkins Directors

After adopting three children from FA in 2010, Mark and Anna have been fundraising for Maisha Matters ever since. In 2015, they begun the process to register as an Australian charity and re-launched as Maisha Matters.

Ben Hawkins Designer

Ben started designing promotional material for Australian fundraisers in 2012. He visited the Baby Home in 2015 and began as a designer for the broader Forever Angels community.

Kate Marsden Communications

Kate, the sister of Mark, joined us in 2012 and has been advising the Australian team in marketing and communications ever since.

* Directors are also Trustees of the Charity

Appendix 3

Risk Assessments

Risk 1: The Social Welfare Department Revoke our licence

Likelihood: Low

Impact: Fatal

Contingency: Revoking the licence does not mean that the home would automatically close. There are very many 'unofficial' baby homes in Tanzania. A personal trip to Dar-es-Salaam and a set of appeals up the chain of command in the Social Welfare Department will probably solve the problem in the short term. If not, then we must take legal action. Even if our licence is renewed, our all important relationship with social services could be tarnished. The source of their displeasure must be found and removed. Calling on mutual and influential friends should allow us to smooth any ruffled feathers. If this is not possible, then we will have to consider re-locating to a different region of Tanzania, or find alternative individuals who can provide us with the same services.

Avoidance: Keep a very close and personal relationship with the ranking local social welfare officers. If there is some problem, we should be aware of it before it becomes an issue and take steps. If the problem arises from elsewhere in the Social Welfare department, those friendly members will be able to advise us and make an appeal on our behalf.

Risk 2: Government or Previous owner attack our land rights

Likelihood: Medium

Impact: Serious and ongoing

Contingency: Contact our agent, local land officers and a lawyer and prepare to appeal the action in court. This may take several years. Enlist the help of the local community and of friendly high ranking officials to investigate the motivations of the attackers. Contact the NGO Board for help.

Avoidance: Ensure all legal requirements for purchase of the land are met. Employ an agent who is both versed in the land law, and experienced with handling these issues in Mwanza. Obtain as many official waivers as possible. Ensure other local officials are a witness to the sale and the conditions under which it was made. Perhaps photographic or video evidence can be gathered in advance.

Risk 3: Funding dries up

Likelihood: Medium

Impact: Very Serious

Contingency: Apply for emergency grants from funding organisations in the UK. Appeal to our regular donors and those people with a special interest in our project for a one-off donation or a short-term loan. Apply for loan from those lenders specialising in charity credit. Approach other organisations doing similar work and offer a partnership or amalgamation. Cut back on costs as much as possible without jeopardising the wellbeing of the children. Recruit new Trustees or Directors to aid with our fundraising strategies.

Avoidance: Keep detailed cash flow analysis and ensure that our fundraising targets are being met. Remain proactive in fundraising activities, even when we seem to be ahead of our targets. Ensure our regular donors are happy with the level of service we are supplying in terms of information and publications. Try to create personal relationships with our donors as far as possible. Aim to keep a buffer of money as a reserve – enough to cover six months of running expenses.

Risk 4: UK Revoke Charity Status

Likelihood: Minimal

Impact: Increasingly jeopardises funding

Contingency: Immediately contact donors and inform them of the issue with as much positive spin as possible. Ask them to remain patient and assure them that we will comply with whatever demands the Charities Commission make. Contact the Charities Commission to discover the source of the issue. Comply with their demands and re-register as soon as possible. If necessary, hire a solicitor in the UK to assist our registration. Be as open with donors and members as possible.

Avoidance: Be sure to comply with all the requirements of the Charities Commission and that there is a good line of communication from them to us. Seek their advice on any sensitive issue before making a potentially un-charitable resolution. Ensure all submissions to the Charities Commission are accompanied by sufficient explanation.

Risk 5: Economic Instability

Likelihood: Medium

Impact: Low

Contingency: Seek financial advice from others in our position and try to take advantage of our dual currency finances as much as possible. Adjust cash flow predictions and where necessary, appeal to the donors for extra help. Barring total economic collapse (such as that in Zimbabwe in 2004); we should be able to continue to operate with only an adjustment to our finances.

Avoidance: Monitor the financial state of the economy. Spread our assets sensibly between the UK and Tanzania. Maintain a buffer of capital to cover any sudden economic changes.

Risk 6: Abuse / Negligence Accusations

Likelihood: Low

Impact: Medium

Contingency: Suspend accused parties immediately on full pay (if paid) pending investigations. If the allegations are proved true, they will be dismissed immediately and we will consider laying criminal charges. If there are rumours around the community that are damaging our credibility, we should locate prominent community members and invite them to visit our home. If necessary, a statement from the Social Welfare Department can be sought. If the allegations are made in the UK then steps need to be taken to inform our donors and restore their confidence in us.

Avoidance: Our Child Protection Policy is very comprehensive. All volunteers and employees will undergo some form of police check and no single carer will ever be alone with one of the children in our care. The discipline policy is also very clear. Our scrupulous adherence to this policy should allow us to avoid any serious allegations, and if we make sure people are aware of our policy there should be no cause for rumours.

Risk 7: Serious injury / fatality to key organisation member (i.e. director)

Likelihood: Medium

Impact: Medium

Contingency: Pass all responsibilities over to someone else either temporarily or permanently. Inform the relevant bodies (Companies House UK, the Companies Commission TZ, the Charities Commission UK, the NGO Directorate TZ) of the hand-over to ensure no laws are broken. Inform the donors of all related events as they happen.

Avoidance: Ensure sufficient training that no one member is irreplaceable. Record procedures, contacts and notes in a central place such that another could take over easily. Collect sufficient legal paperwork so that there is no legal impediment to handover.

Risk 8: Other serious negative publicity

Likelihood: Low

Impact: Medium

Contingency: Our continuing efforts at positive publicity should help us react quickly to any negative that might arise. Endorsements from influential members of the community will have significant weight in Tanzania. If necessary, we can hold some form of function to help improve our image. We should take advice from other organisations, and perhaps a PR Specialist, before embarking on anything too drastic.

Avoidance: Openness and a build up of trust via a personal relationship with donors and the local community would be our best defence.

Risk 9: Oncoming War or Civil Unrest

Likelihood: Low

Impact: High

Contingency: Leave the country taking the children in our care as refugees to the nearest stable country. Seek an emergency grant or loan to cover the immediate costs of caring for the children in a new country. Contact the British High Commission in Tanzania and the British Embassy in the destination country for assistance with visas and permits. Seek legal advice where the laws would seem to be at odds with the needs of the children.

Avoidance: Tanzania is a very politically stable country and the likelihood of political unrest is very small. However, monitoring of the situation is always a good idea, as well as maintaining an "escape plan" with contacts and contingencies. The hardest part will be gauging the seriousness of the political situation and deciding when to put out contingency plan into action. We should be able to follow the lead of other, larger organisations.

Risk 10: Serious Staff Issues (i.e. Court Action)

Likelihood: Medium

Impact: Low

Contingency: Follow all legal procedures to the letter of the law. We should not be afraid to go to court if necessary to resolve an issue. If we are honourable in all our dealings with staff and keep to a fair contractual environment, there should be nothing to fear from legal proceedings, and a bold approach will help mitigate any negative publicity.

Avoidance: Investigate fully all relevant legislation and procedures. Ensure that staff contacts are clear and comprehensive. Ensure adequate communication with staff on all issues, translating to Swahili where necessary. Tie up as many potential issues in advance so that there are no ambiguities. Seek advice early if in any doubt. Be fair and honourable.

Appendix 3

Risk Assessments

Risk 11: Cash flow / banking problems

Likelihood: Medium

Impact: High

Contingency: Use our reserves for the short term and adjust our spending plan for the long term. Appeal to our donors for some extra short-term aid. Seek a loan from donors or other funding organisations. Monitor the situation very carefully. Cut back on spending as much as possible without jeopardising the health and well being of the children in our care.

Avoidance: Make clear and realistic cash flow predictions. Keep them up to date and refer to them regularly. Create short term budgets and stick to them. Aim to keep a buffer of funds, enough to cover one month's running costs in Tanzania and 6 months running costs in the UK.

Risk 12: Unable to find suitable staff

Likelihood: Medium

Impact: High

Contingency: Appeal for UK volunteers to cover a short term staffing problem. Advertise locally and in other cities in Tanzania. Appeal to other organisations in Tanzania doing similar work and suggest a concerted, co-ordinated recruitment incentive, perhaps an event. Contact Government agencies such as the NGO Directorate, the NGO Board or the Social Welfare Department for their help and recommendations.

Avoidance: Do our best to retain those staff members that show commitment, integrity and initiative. Keep a file of potential applicants. Perhaps hire more staff but on a shorter shift pattern so that shifts can be lengthened in a staff shortage.

Risk 13: Social Welfare Force us to work beyond capacity

Likelihood: High

Impact: Medium

Contingency: Boost fundraising to match the demand. Use our cash reserves in the short term where necessary. Recruit more volunteers in the UK to assist with fundraising. If necessary, sell our assets here in Mwanza and move further out of town where a larger facility could be constructed for the same price. Step up our efforts to find new homes for the older children in our care. Recruit local assistants or volunteers to that end. Offer Outreach support instead in the sense of setting up a small business for the family so that they can sustain themselves and their child and not need admission to an orphanage.

Avoidance: Keep reserves of funds. Keep a register of potential volunteers in the UK and Tanzania should the demand for our services increase dramatically. Create plans for expansion in advance.

Essential Considerations

Breast feeding

Although we generally only support babies whose mother's have died in childbirth or who are unable to breast feed - we always promote breast-feeding as the best option. We need to make sure it is clear to everyone that we ONLY provide milk formula when there is no lactating mother and a child is at severe risk of malnutrition and death.

We will not provide formula milk to HIV positive mothers who are producing milk. WHO guidelines recommend that HIV positive mothers exclusively breast-fed their babies and offering formula milk to these mothers is more detrimental and risky to a HIV exposed baby.

We will only support a baby with formula milk where there is a real risk of starvation.

Medical

Although Maisha Matters delivers life saving formula milk to malnourished babies, we are not a clinic or hospital and do not intend to serve as one. Most referrals come to us from hospitals themselves once a child has already been treated for conditions related to malnutrition. All of our staff will be trained to know the difference between a malnourished baby and a baby who needs medical attention - and will always endeavour to refer such cases straight to hospital to receive proper medical attention.

Hygiene and Safety

It is very common for Tanzanian's to drink dirty water and many do not boil it before drinking. This puts them at risk for a large number of water borne diseases such as typhoid.

Traditionally most babies will not be exposed to unclean water in the first few months of life because they will be breast fed. By the time they are given water, they are often strong enough to survive a bout of diarrhoea.

Bottle feeding an infant means that powdered milk must be mixed with water and this means exposing new babies to water, which in Tanzania does not 'arrive' clean and sanitary. Most families get water direct from the lake and the risk of infection is high.

It is essential that proper training is given to all care givers about the importance of boiling all water which is to be used for making bottles and teaching them how to clean bottles effectively. This must be one of our highest priorities.



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